



Flanked by senior Interior Affairs Ministry officials and police, Afghanistan's first female district police chief, Colonel Jamila Bayaz (centre), cuts the ribbon at the opening on 6 August of a women's dressing room facility at her Police District 1 premises in Kabul. More than 20 such facilities will be built by the end of 2014, financed through the Law and Order Trust Fund for Afghanistan Photo: Mohammad Rafi Rafiq/UNDP Afghanistan

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Uniform department, p.5



Civil society representatives during the workshop's opening on 16 August Photo: UNDP Afghanistan

In their words...

"The more such events are organized, the more civil society and government relationships and cooperation will improve. A great initiative."

Shahba Shahrukhhi, Emerging Leader, Women's Association, Balkh

"This event was something new for civil society. We, as representatives from all over the country, worked hard to provide our input so the outcome will be better cooperation between people and police."

Sayed Ismail Jahangir, Emerging Leader, Youth Association, Ghazni

Civil society speaks out on policing model

Civil society and non-governmental organisations involved in policing, public security, justice and related community safety issues are among the first stakeholders to have their say on a new Civilian Policing Model for Afghanistan.

As part of an initiative supported by the Law and Order Trust Fund for Afghanistan (LOTFA), more than 120 civil society and non-governmental representatives took part in a workshop in Kabul this month to help shape the civilian policing model.

The Ministry of Interior Affairs (MoIA) is leading a consultative process whereby the Afghan community and the authorities will, over the coming months, jointly define an approach to civilian policing in line with international standards and practices, with the ultimate goal of improving public safety and security, and lifting the professionalism of police. The policing model will target the Afghan Uniformed Police, a specialised directorate within the Afghan National Police.

The three-day workshop, hosted by MoIA with support from the United Nations Development Programme (UNDP), was opened by the Deputy Minister for Policy, Masood Ahmad Azizi, and the Chief of MoIA's Community Policing Directorate, Colonel Mohammad Hamayoon Ainee.

The civil society and NGO participants were invited to identify lessons learned from previous community policing initiatives and to share their views on the focus and content of the new model. Their feedback will be compiled based on four main themes: gender-based violence; governance mechanisms; juvenile policing; and creating an enabling social and political environment for the participation of women, men and youth in policing.

The Civilian Policing Model will be designed to bridge the gap between the safety and security needs of the community, the investigative role of the police as part of the Rule of Law system and the ongoing need for a civilian approach to counter-insurgency. UNDP is providing technical advice in conjunction with other UN agencies and the European Union Police Mission in Afghanistan (EUPOL).

This and other LOTFA community-oriented policing (Police-e-Mardume) activities are financed by the Swiss Development Cooperation and the Republic of Korea.

See also [Ba hum July 2014](#) and more on the [UNDP Afghanistan website](#).

Did you know?

The terms 'police' and 'policing' have different meanings.

In the context of the LOTFA-funded Civilian Policing Model initiative, the term 'police' describes Afghanistan's formal, national civilian security institution – namely the Afghan Uniformed Police Directorate within the Afghan National Police. These personnel are recruited, managed and paid by the Afghan government.

'Policing' refers to a wide array of activities carried out by all parts of the Afghan National Police, as well as civil society organisations and the community, to improve the everyday safety and security of the population.



UNDP-LOTFA's Haroon Nusrat (far right) discusses input into the policing model with a religious representative from Panjsher province, Mawlawi Enayatullah (right), and other Mullahs Photo: Mohammad Rafi Rafiq/UNDP Afghanistan

Steering Committee reviews LOTFA progress

The first meeting of the LOTFA Steering Committee for 2014 allowed partners to take stock of the project's progress and key challenges, and discuss its next phase.

Held at MoIA headquarters in Kabul on 23 July, the meeting was co-chaired by the Deputy Minister of Support, General Mohammad Haidar Basir, the Deputy Minister for Strategy and Policy, General Masood Azizi, and the Deputy Special Representative of the UN Secretary-General, Mark Bowden. In his opening remarks, Gen Azizi said MoIA sought to strengthen its collaboration with international partners to build the capacity and professionalism of police and civilian personnel, and improve the ministry's financial systems.

The UNDP-LOTFA Programme Manager, Basil Massey, outlined 10 payroll issues for consideration, including the need for greater accountability of salary payments via Trusted Agents and the complexities of ensuring only personnel within the approved MoIA tashkil, or staffing structure, were paid using LOTFA funds.

The committee was reminded that LOTFA disbursements could only cover salary payments to active personnel whose positions were within the authorized tashkil, which included 157,000 police and 6,065 prison guards. While the Afghan government had the right to change the MoIA tashkil, it was discussed that any increase should first be agreed at the government level, then referred to the Oversight Coordination Board for funding consideration by donors. Staff outside the tashkil should be paid from the MoIA regular budget.

Donors urged the government to pursue paying all police and prison guards via Electronic Funds Transfer by 2015, with the mobile money and Trusted Agent payment methods to be phased out—notwithstanding the challenge of convincing commercial banks to open branches in districts they deem commercially unviable. The committee also agreed that UNDP should assist MoIA to train payroll officers so that all personnel could receive a monthly pay slip.

The Pillar 1 Technical Working Group was requested to devise a payroll action plan to show to LOTFA donors in August, building on payroll reforms achieved in conjunction with the Combined Security Transition Command-Afghanistan (CSTC-A). The committee also agreed the World Bank, Ministry of Defence and Ministry of Labour, Social Affairs, Martyrs and Disabled should be invited to help examine police officers' pension contributions.

The committee heard how a reduced presence of international actors could make LOTFA an increasingly important vehicle for channelling funding commitments from the 2012 Chicago Summit and the Tokyo Mutual Accountability Framework, aimed at supporting MoIA and the national police in the areas of payroll, ministerial reform, community-oriented policing and police professionalization.

Mr Massey said lessons learned from LOTFA Phase VI were informing Phase VII planning. For example, feedback from the field had revealed a need to step up engagement with provincial governance structures and provide better support to link policing and governance beyond the capital, Kabul. An updated LOTFA Phase VII Project Document will be considered by the Steering Committee later this year.

About the Steering Committee

It comprises senior representatives of the Ministry of Interior Affairs, Ministry of Finance, UN Development Programme and the project's current government donors.

"To ensure the ministry is well placed for the payroll handover in mid 2018, LOTFA Phase VII will include a substantial focus on strengthening capacities through targeted professional development, reforms and on-the-job training."

Deputy Special Representative of the UN Secretary-General and UNDP Resident Coordinator, Mark Bowden

Partners pay tribute to Major General Greene



Soldiers at a memorial service held by the International Security Assistance Force in Kabul on 13 August Photo: ISAF

A highly respected contributor to the LOTFA partnership, US Major General Harold Greene, was among the international and Afghan troops killed in an incident at the Marshal Fahim Defence University outside Kabul on 5 August.

As the Deputy Commanding General for the Combined Security Transition Command-Afghanistan (CSTC-A), Major General Greene was a driving force behind recent efforts to reform the payroll and human resource systems for Afghan police and prison guards.

"Too often we honour policemen and women who have died while serving our country. I am saddened that we must also pay tribute to Major General Greene, a man who will be remembered as a friend of the Interior Affairs Ministry who was supporting Afghanistan's transition to attain sustainable peace," the Deputy Minister Support, General Mohammad Haidar Basir, said.

"I was fortunate to meet with Major General Greene and was always struck by his energy and determination to achieve breakthroughs in ministerial reform," the UNDP-LOTFA Programme Manager, Basil Massey, said. "His personal leadership of payroll reforms and active contribution to the LOTFA partnership will be sorely missed."

CSTC-A is a funding partner of LOTFA on behalf of the USA and also supports human resource management at MoIA via the Afghanistan Human Resource Information Management System (AHRIMS).

EU thanked for US\$95 million contribution

The European Union's latest contribution to LOTFA of US\$95 million will keep at least 12,600 Afghan National Police officers on the streets for the next two years, covering their salaries and entitlements. It brings the EU's total LOTFA contribution to more than \$591 million since 2002.

The Deputy Minister of Administration, Lieutenant General Ikramuddin Yawar, and the UNDP Country Director, Alvaro Rodriguez, acknowledged the EU's long-term support for the police force via the LOTFA partnership at a ceremony on 20 August.

Speaking at the event, the Head of Development Cooperation for the European Union Delegation to Afghanistan and Chargé d'affaires a.i., Milko van Gool, acknowledged the difficult role of Afghan police and appealed for complete transparency with their payroll process.

"The Afghan National Security Forces are playing an increasingly important role in Afghan society as it moves towards transition. Their presence and professionalism is crucial to the sustainability of the Afghan state and the security of its people," Mr van Gool said.



(Left to right) Lt Gen Ikramuddin Yawar, Milko van Gool and Alvaro Rodriguez at the funding announcement held at the EU Delegation premises Photo: Mohammad Rafi Rafiq/UNDP Afghanistan

Policewomen gain greater privacy, security



Photo: M R Rafiq/UNDP

Sergeant Mastura (pictured) and her 11 female Afghan National Police colleagues at a police station in District 4 in Kabul are among the first to gain improved privacy and security at work through a LOTFA construction initiative.

Rather than sharing the same dressing rooms and toilets as their male colleagues, the women now have their own modern facilities.

Read their story on the [UNDP website](#).

Seamstresses in the uniform department will be among the next to benefit. *See overleaf.*

در مورد محلات مصون کاری برای پولیس اثاثیه بخوانید
د بخینه پولیسو لپاره د خوندي کاری چاپیریال د برابرولو په هکله ولولی

Boxes attract complaints



The complaints box on Cinema Road, Herat city
Photo: Khalid Wadan/UNDP Afghanistan

"Herat police welcome your complaints and opinions" it reads on letter-boxes in 10 sites around Herat city.

Believed to be the first in Afghanistan, the boxes were installed by the Afghan National Police so citizens could lodge anonymous complaints against the police simply by posting a note.

The initiative complements the 119 police emergency call service and is overseen by the Police-e-mardumi (Community Policing) Department in Herat. There has been a positive reaction from citizens who have used the boxes to report crimes, ranging from theft and violent crime to suspected terrorist activity, as well as complaints against the police and even praise.

The letters submitted by citizens are reviewed by a committee which refers cases to the Police Commander of Herat Province, from where it is actioned by the relevant police or government department.

For example, following complaints of careless driving by police, the Commander instructed all Herat city police to be mindful of safe driving and excessive use of sirens, and this was reinforced through media announcements urging the public to report the vehicle number plates of any police vehicles being driven recklessly.

Police-e-mardumi is among the initiatives supported by LOTFA to bring the police and communities closer in order to reduce crime and restore stability.

Contributor: Khalid Wadan, UNDP-LOTFA Regional Project Coordinator, Herat

LOTFA: sewing a more secure future

It is a discreet department of MoIA where seamstresses and tailors quietly go about producing uniforms for Afghan National Police personnel and Central Prison Department guards, as well as prisoners' apparel.

Each month, around 400 ceremonial uniforms and 1,000 standard grey police uniforms—including the distinct peaked caps—are produced by the Sewing Department in Kabul. Its work is vital as the police are the most visible face of government, instantly recognizable in their uniforms.

"Only people who serve in the Afghan National Police know about the rank and insignia on the uniforms. However, when ordinary citizens see the police, they feel proud," the Director of the Sewing Department, Colonel Ghulam Rabani Khan, said.

With over 90 female staff, the department employs more women than any other part of MoIA. It is not surprising their workshop was among the sites selected for the LOTFA-funded construction of modern amenity blocks for women working in the ministry, either as police or in civilian roles.

A separate building has been constructed during summer which features a dressing room, shower, toilets and room for drying clothes. The interior is being fitted out with a washing machine, iron, hand dryer, mirror and clothes hangers. "I feel very happy about this new project in collaboration with the international community," Col Khan said of the facility which will open in September.

Improving women's working environments is one tactic by MoIA to retain its existing female personnel and attract more. Yet when you meet the Sewing Department Workers' Director, Wasima Wardak, it is apparent the women's concerns run deep.

"Thank you very much for helping us and providing a dressing room and toilets, but our problems are not limited to this," explained Mrs Wardak who was 13 when she joined the



Seamstresses and tailors are among the civilian personnel in MoIA whose salaries are covered by disbursements from LOTFA Photo: Julie Marks/UNDP Afghanistan

department three decades ago.

"We want to be promoted and we need training in order to improve our capacity at work. Our salary is very low and the food here is not enough, even though our manager shares his with us. We cannot bring food from our homes due to security reasons," she said.

With their new facility in place, the women would press for other improvements to ease the burden on their household budgets, such as the reintroduction of work transportation or a travel allowance, she said.



(Left to right) UNDP-LOTFA's Aminullah Hatam, a construction worker, Mrs Wardak and Col Khan inspect progress Photo: UNDP Afghanistan

More on LOTFA: Contributions from donor governments are used to: pay the salaries of Afghan National Police personnel and Central Prison Department guards; build vital police infrastructure; sponsor capacity development; further institutional reform of MoIA; support gender-responsive policing and the empowerment of female police personnel, and promote community-oriented policing.

LOTFA donor countries since the mechanism was created in 2002 are: Australia, Belgium, Canada, Czech Republic, Denmark, European Union, Finland, Germany, Hungary, Iceland, Ireland, Italy, Latvia, Poland, Republic of Korea, Japan, Netherlands, Norway, Switzerland, the United Kingdom and the United States of America.

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About MoIA: Afghanistan's Ministry of Interior Affairs oversees the Afghan National Police and leads efforts to improve the professionalism and strengthen the capacity of police so they can better serve their people and country. Its four deputy secretaries cover: security, administration and support, counter narcotics and policy and strategy.

About UNDP: In partnership with the Government and the people of Afghanistan, UNDP is working to empower Afghan men and women to improve their lives and to help the country become more resilient. In all of its activities, UNDP promotes human rights, gender parity and the protection of the poorest and most vulnerable.



Empowering lives.
Resilient nations.



Consultations continue in Bamiyan

Police personnel in Bamiyan, the capital of the central province of the same name, were able to share their perspectives on payroll issues, training and other technical needs during a visit in July by members of the UNDP-LOTFA Project Office and UNDP Rule of Law team.

Led by the UNDP-LOTFA Programme Manager, Basil Massey, the delegation met with the Governor of Bamiyan, General Ghulam Ali Wahdat, and the Provincial Police Commander, Brigadier General Khodayar Quotsi, to gain an overview of law enforcement and justice issues at the provincial and district level in Bamiyan, and discuss priorities for potential future LOTFA support. Commander Quotsi requested a comprehensive police support package centred on capacity building and also suggested Bamiyan could pilot test the civilian policing model.

Separate discussions were held with the heads of the Community Policing, Human Resources, Finance and Gender departments, as well as the Women's Shura (council) and the provincial LOTFA Monitoring Agent.



Members of the Bamiyan Women's Shura share their experiences with the UNDP delegation
Photo: Sulaiman Stanekzai/UNDP Afghanistan

The UNDP-LOTFA team perused documentation in the Human Resources Section and found it in order, with personnel files well maintained. As of July, there were 1,110 MoIA personnel in seven districts in Bamiyan, although this varies based on attrition and recruitment. There were just four personnel over the authorised tashkil. A lack of bank branches in the districts of Bamiyan was identified as a challenge, especially during winter. The Payroll Section requested Electronic Payroll System and computer literacy training for their new staff.

The policewomen were well organised with a functional council, a venue for meetings and a babysitting facility but lacked broader workplace support from within the Provincial Police Headquarters. The women's issues have since been conveyed by the UNDP-LOTFA to MoIA authorities in Kabul.

In addition, the Community Policing team was well equipped and keen to engage local communities but lacked funds to carry out many activities.



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